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Kentucky

Department of Vocational Rehabilitation

Strategic Plan 2001-2006

Putting People and Solutions to Work

Kentucky Department of Vocational Rehabilitation Strategic Plan 2001-2006

Values and Philosophy

The Kentucky Department of Vocational Rehabilitation Strategic Plan describes the innovative approaches the Department will use in accomplishing the purposes of the Rehabilitation Act of 1973, as amended, while adhering to the policies and principles set forth in the Act

The values of the Department and the staff of the Department are derived from the following components of the Rehabilitation Act of 1973, as amended.

FINDINGS; PURPOSE; POLICY

Congress finds that—

(1) millions of Americans have one or more physical or mental disabilities and the number of Americans with such disabilities is increasing;

(2) individuals with disabilities constitute one of the most disadvantaged groups in society;

(3) disability is a natural part of the human experience and in no way diminishes the right of individuals to--

(A) live independently;

(B) enjoy self-determination;

(C) make choices;

(D) contribute to society;

(E) pursue meaningful careers; and

(F) enjoy full inclusion and integration in the economic, political, social, cultural, and educational mainstream of American society;

(4) increased employment of individuals with disabilities can be achieved through implementation of statewide workforce investment systems under Title I of the Workforce Investment Act of 1998 that provide meaningful and effective participation for individuals with disabilities in workforce investment activities and activities carried out under the vocational rehabilitation program established under Title I, and through the provision of independent living services, support services, and meaningful opportunities for employment in integrated work settings through the provision of reasonable accommodations;

(5) individuals with disabilities continually encounter various forms of discrimination in such critical areas as employment, housing, public accommodations, education, transportation, communication, recreation, institutionalization, health services, voting, and public services; and

(6) the goals of the Nation properly include the goal of providing individuals with disabilities with the tools necessary to--

(A) make informed choices and decisions; and

(B) achieve equality of opportunity, full inclusion and integration in society, employment, independent living, and economic and social self-sufficiency, for such individuals.

The purposes of this Act are--

(1) to empower individuals with disabilities to maximize employment, economic self-sufficiency, independence, and inclusion and integration into society, through

(A) statewide workforce investment systems implemented in accordance with Title I of the Workforce Investment Act of 1998 that include, as integral components, comprehensive and coordinated state-of-the-art programs of vocational rehabilitation;

(B) independent living centers and services;

(C) research;

(D) training;

(E) demonstration projects; and

(F) the guarantee of equal opportunity; and

(2) to ensure that the Federal Government plays a leadership role in promoting the employment of individuals with disabilities, especially individuals with significant disabilities, and in assisting States and providers of services in fulfilling the aspirations of such individuals with

disabilities for meaningful and gainful employment and independent living.

It is the policy of the United States that all programs, projects, and activities receiving assistance under this Act shall be carried out in a manner consistent with the principles of--

(1) respect for individual dignity, personal responsibility, self-determination, and pursuit of meaningful careers, based on informed choice, of individuals with disabilities;

(2) respect for the privacy, rights, and equal access (including the use of accessible formats), of the individuals;

(3) inclusion, integration, and full participation of the individuals;

(4) support for the involvement of an individual's representative if an individual with a disability requests, desires, or needs such support; and

(5) support for individual and systemic advocacy and community involvement.

Title I, Vocational Rehabilitation Services, Part A – General Provisions (3) Policy -- It is the policy of the United States that such a program shall be carried out in a manner consistent with the following principles:

(A) Individuals with disabilities, including individuals with the most significant disabilities, are generally presumed to be capable of engaging in gainful employment and the provision of individualized vocational rehabilitation services can improve their ability to become gainfully employed.

(B) Individuals with disabilities must be provided the opportunities to obtain gainful employment in integrated settings.

(C) Individuals who are applicants for such programs or eligible to participate in such programs must be active and full partners in the vocational rehabilitation process, making meaningful and informed choices--

(i) during assessments for determining eligibility and vocational rehabilitation needs; and

(ii) in the selection of employment outcomes for the individuals, services needed to achieve the outcomes, entities providing such services, and the methods used to secure such services.

(D) Families and other natural supports can play important roles in the success of a vocational rehabilitation program, if the individual with a disability involved requests, desires, or needs such supports.

(E) Vocational rehabilitation counselors that are trained and prepared in accordance with State policies and procedures as described in section 101(a)(7)(B) (referred to individually in this title as a "qualified vocational rehabilitation counselor"), other qualified rehabilitation personnel, and other qualified personnel facilitate the accomplishment of the employment outcomes and objectives of an individual.

(F) Individuals with disabilities and the individuals' representatives are full partners in a vocational rehabilitation program and must be involved on a regular basis and in a meaningful manner with respect to policy development and implementation.

(G) Accountability measures must facilitate the accomplishment of the goals and objectives of the program, including providing vocational rehabilitation services to, among others, individuals with the most significant disabilities.

The 2002-2006 Strategic Plan is based on the following Values of the Department of Vocational Rehabilitation

Value 1: We value the rights, worth and dignity of persons with disabilities.

Goal A: We will provide quality services and outcomes.

Goal B: We will provide opportunity for employment consistent with client's capacities, abilities and choice.

Goal C: We will promote inclusion, integration and empowerment of individuals with disabilities.

Value 2: We value all staff, their individual talents, unique abilities and contributions to the Department's mission.

Goal A: We will offer educational opportunities.

Goal B: We will provide/encourage career advancement.

Goal C: We will encourage open communication and teamwork.

Goal D: We will reward achievement.

Goal E: We will encourage and support professional judgment.

Value 3: We value participatory leadership and management at all levels.

Goal A: We will promote an atmosphere that supports professionalism and staff growth.

Goal B: We will encourage leadership in the community.

Goal C: We will promote leadership development.

Goal D: We will implement clear, direct and standard policies and procedures.

Goal E: We will expect effective professional management, leadership and teamwork at all levels.

Goal F: We will promote open communication.

Goal G: We will practice continuous improvement.

Value 4: We value resources sufficient to enable Kentuckians with disabilities to successfully compete in the workplace.

Goal A: We will recruit and maintain qualified staff with diverse cultural backgrounds.

Goal B: We will promote successful VR outcomes.

Goal C: We will secure additional human and fiscal resources.

Goal D: We will effectively utilize the Department's resources.

Goal E: We will be accountable for all resources.

Value 5: We value collaborative efforts and partnerships which support the Department's mission.

Goal A: We will provide opportunities for inclusion and collaboration.

Goal B: We will promote rights and options for Kentuckians with disabilities.

Goal C: We will develop and maintain cooperative relationships with public and private entities.

Goal D: We will promote the Department's positive public image.

Goal E: We will provide training and technical assistance to Kentucky's employers.

GOAL I

**INCREASE CAPACITY TO CAUSE (ASSIST/ENABLE) QUALITY EMPLOYMENT
OUTCOMES OF ADDITIONAL NUMBERS OF KENTUCKIANS WITH THE MOST
SIGNIFICANT AND SIGNIFICANT DISABILITIES**

Strategies		Timeline
1	Increase qualified staff	Ongoing
1.1	Realize comprehensive system of personnel development requirements for qualified staff	September, 2006
1.2	Increase personnel cap to 525 full time equivalents	July, 2006
1.3	Increase rehabilitation counselor complement to 175 counselors to meet unmet need and to reduce average caseload size to 150	Increase by 8 counselors per year through June 30, 2006
1.4	Employ an additional four Rehabilitation Engineers	One by March, 2002, additional as positions become available
1.5	Increase skills of job placement professionals through development and implementation of credentialing	Ongoing
1.5.1	Explore and establish guidelines for credentialing	March, 2002
1.5.2	Implement training and timelines for credentialing	January, 2003
1.5.3	Job placement professionals are credentialed	September, 2006 and Ongoing
1.6	Increase diversity of staff by recruiting and hiring individuals with most significant and significant disabilities	Ongoing
1.7	Increase diversity of staff by recruiting and hiring individuals from minority populations	Ongoing
1.8	Increase diversity of staff by recruiting and hiring qualified bilingual individuals	Ongoing
2	Cause supported employment services availability statewide	July, 2003
2.1	Target rural areas for supported employment innovations and programming	Increase by 5% per year the number of rural supported employment

		providers; Ongoing
2.2	Increase supported employment outcomes in districts and at Carl D. Perkins Comprehensive Rehabilitation Center (CDPCRC) by expanding supported employment programming	Increase positive outcomes incrementally through 2006
2.3	Explore the possibility of utilizing the Boston model for supported employment	Report January, 2002
2.4	Assess efficacy of hiring and managing job coaches at increased pay levels, including job coaches in community based work transition and supported employment	June, 2003
2.5	Establish standards for job coaches	June 2003
3	Increase positive employment outcomes, particularly for individuals with the most significant disabilities	Ongoing
3.1	Increase job placement outcomes in districts and CDPCRC by expanding the preparing adults for competitive employment (PACE) program	Ongoing
3.2	Plan and sponsor annual employer recognition dinners	Implement annually
3.3	Continue conversion of selected, existing positions to innovative, essential positions in keeping with commitment to serve Kentuckians with the most significant disabilities	Ongoing
4	Develop teams centered around rehabilitation engineering to enhance efficient, quality provision of assistive technology	By May, 2002
5	Develop additional vendors for driver rehabilitation technology program	Exploration complete by April, 2002
6	Develop goals and strategies for rehabilitation technologists, job placement specialists, and PACE as related to the strategic plan for the Department	October 2002
7	Explore outcome-based payment system for school to work transition programs	June 2002

GOAL II

DELIVER PROMPT ELIGIBILITY DECISIONS AND VOCATIONAL REHABILITATION SERVICES TO KENTUCKIANS WITH THE MOST SIGNIFICANT AND SIGNIFICANT DISABILITIES TO ACHIEVE TIMELY, APPROPRIATE QUALITY OUTCOMES

Strategies		Timeline
1	Determine eligibility in an average of 45 days, no greater than 1% variation in 60 days to eligibility determination per caseload	December, 2001
2	Increase the number of consumers achieving a positive employment outcome who earn \$10.00 or more per hour with good benefits	Increase by 2% per year
2.1	Enable computerized job match/search at the local level with ability for employers and staff to post jobs	December, 2004
2.2	Install universal work stations in every office for consumer use	District offices by September, 2002; additional ten offices each year through 2006
2.3	Explore greater credit for quality employment outcomes with Kentuckians with the most significant disabilities	December, 2003
2.4	Add Job Placement and Rehabilitation Technology instruction sections to the Service Delivery Manual	June, 2002

3	Increase communication among all staff through computer networking e.g. email, intranet, video conferencing, etc.	Accomplish video conferencing by September, 2003; Emphasis on intranet and email ongoing
4	Explore giving ½ credit for post employment cases	Report October, 2002
5	Enhance staff skills in the area of employment follow-up	June 2002
6	Enhance job placement retention efforts by implementing Retaining A Valued Employee (RAVE)	March, 2002

GOAL III

MAXIMIZE DEVELOPMENT AND UTILIZATION OF HUMAN AND FISCAL RESOURCES AND COMPARABLE BENEFITS TO ENHANCE QUALITY SERVICE DELIVERY TO KENTUCKIANS WITH DISABILITIES

Strategies		Timeline
1	Provide more specialized inservice training, more timely training, more training availability, and more local training	Ongoing
1.1	Conduct consumer needs assessment and design staff training to meet those needs	April, 2003, April, 2005
1.2	Train all staff on vocational rehabilitation history, mission, and values	September, 2003
1.3	Plan and implement statewide inservice training conference on job placement	June, 2002

1.4	Locate or develop dynamic, state of the art training in creative, innovative job placements of individuals with the most significant disabilities	June, 2002
1.5	Identify or develop training for staff in specific disability(ies) including but not limited to mental health, spinal cord injury, cerebral palsy, traumatic brain injury, deafness, multiple sclerosis, muscular dystrophy, developmental disabilities, diabetes	Ongoing
1.6	Train job placement professionals in skills specific to unique job tasks	June, 2003
1.7	Develop and implement training on rehabilitation technology assessment, vocational assessment, transferable skills and job accommodations	June, 2002
1.8	Train staff in Ticket to Work Incentives Improvement Act (TWIIA), Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI) and Plan for Achieving Self Support (PASS)	January, 2003
1.9	Identify or develop training to upgrade skills and information for counselors engaged in mental health caseloads	May, 2003
1.10	Develop and implement training on casework documentation, fiscal responsibility, informed choice, negotiation skills, confidentiality	March, 2002

1.11	Enhance and improve counselor skills in transition	Ongoing
1.12	Develop training on innovative and creative methods for maximizing positive employment outcomes in rural communities	June, 2002
1.13	Train all staff in personal futures planning and self determination	Ongoing
1.14	Continue to conduct staff training needs assessments and design training to meet those needs	Ongoing
1.15	Secure state of the art, cutting edge speakers, trainers for seminars, professional conferences, etc.	June, 2002 and Ongoing
1.16	Utilize staff to provide local training in area of expertise	Ongoing
2	Practice continuous improvement in management and administration	Ongoing
2.1	Identify and utilize the unique skills of all department staff	Ongoing
2.2	Develop database of staff and team skills and expertise	September, 2002
2.3	Realize performance based job positions and functions to achieve equity	September, 2002

2.4	Develop training for field administrators and administrative staff to achieve effective, consistent leadership	December, 2001
2.5	Perfect performance evaluation as a training and mentoring tool	January, 2002
2.6	Evaluate the effectiveness of part-time and team management	September, 2002
2.7	Assess and revise field administrators' responsibilities to insure that staff needs are being met fairly and consistently	September, 2002
2.8	Field test revised Skills Enhancement Training with full and part time field administrators to evaluate efficacy	January, 2002
2.9	Improve Team Review to Advance Counselor Skills and Knowledge (TRACKS) to ameliorate casework weaknesses and accentuate strengths	Ongoing
3	Maximize utilization of fiscal resources	Ongoing
3.1	Develop mechanism for counselors to carry over conserved, unspent funds remaining in caseload budget	July, 2002
3.2	Conduct local training on policy development, Kentucky administrative regulations, administrative management	April, 2003

	to include fiscal issues	
3.3	Review Social Security Administration (SSA) reimbursement incentive program to insure equity for all staff	January, 2003
3.4	Explore cost benefit of part-time, job-sharing, floating, telecommuting options for staff	June, 2002
3.5	Replace outdated PCs with docking laptops for positions which routinely require travel	25% June, 2002 25% September, 2003 25% September, 2004 25% September, 2005 25% September 2005
3.6	Explore the use of Blackboard to expand training opportunities through video conferencing and WEB based training	WEB based Ethics January, 2003, WEB based Council orientation June, 2003, and additional ongoing
3.7	Provide field access to CMS via modems to achieve timely casework	July, 2003
3.8	Develop comparable benefits manual on Department INTRANET and update quarterly	June, 2002
3.9	Explore voice recognition technology for staff	February, 2002

4.0	Upgrade physical plant	Ongoing
4.1	Continue the realization of remodeling, redesigning or relocating to achieve more accessible and productive work places	Ongoing
4.2	Upgrade Carl D. Perkins Comprehensive Rehabilitation Center (CDPCRC) facilities	Ongoing
4.3	Achieve timely leases	Ongoing
4.4	Include adequate maintenance in all leases	Ongoing

GOAL IV

ASSUME PRIMARY EDUCATION AND ADVOCACY FOR RIGHTS AND OPTIONS OF KENTUCKIANS WITH DISABILITIES

Strategies		Timeline
1	Assist Kentuckians with disabilities to be self advocacy experts	Ongoing
1.1	Conduct a statewide advocacy conference	September, 2002 September, 2004 September, 2006
1.2	Support, encourage and fund local/district advocacy efforts	September, 2003 September, 2005
1.3	Support an annual legislative advocacy event	Ongoing
1.4	Develop materials to sponsor or conduct	September, 2002 and

	consumer advocacy training programs to empower consumers to practice self advocacy	Ongoing
1.5	Sponsor or conduct consumer advocacy training programs to empower consumers to practice self advocacy	September, 2002 and Ongoing
1.6	Develop a consumer empowerment link on the Department's WEB page	September, 2002
2	Continue to invite participation of Kentuckians with disabilities at all training conferences sponsored by the Department	Ongoing
3	Provide organizational leadership in advocacy for rights and options of Kentuckians with disabilities	Ongoing
3.1	Support disability related legislative initiatives	Ongoing
3.2	Provide Americans with Disabilities Act (ADA) technical assistance to employers, and state, local, county government	Ongoing
4	Research consumer demographics to insure advocacy efforts reach all Kentuckians with disabilities	February, 2003
5	Conduct an annual consumer satisfaction survey and conduct an annual satisfaction survey of CDPCRC consumers and referring counselors	July, 2002 and Ongoing

6	Ensure responsiveness of the Department to consumer needs and desires through inclusion of Kentuckians with disabilities on advisory councils, committees, task forces and in public hearings	Ongoing
7	Staff and fund the Statewide Council for Vocational Rehabilitation (SCVR)	Ongoing
7.1	Provide orientation to SCVR members	June, 2002 and Ongoing
7.2	Support and encourage advocacy efforts of SCVR	Ongoing
8	Staff Statewide Independent Living Council	Ongoing
9	Incorporate advocacy training as part of the curriculum at CDPCRC	September, 2002
10	Incorporate graduate and community members in CDPCRC consumer advisory group and include recommendations in the policy making process	March, 2002
11	Promote integration of consumers at CDPCRC	Ongoing
12	Advocate for long term follow up funding for supported employment	Immediate and Ongoing
13	Continue to support professional organizations, e.g. Kentucky Rehabilitation Association (KRA), Association of Persons in Supported Employment (APSE)	Ongoing

14	Conduct public hearings to collect consumer comment and recommendations for improvement and incorporate in the policy making process	Ongoing

GOAL V

FOSTER PRODUCTIVE RELATIONSHIPS WITH PUBLIC AND PRIVATE ENTITIES

Strategies		Timeline
1	Achieve Medicaid buy-in	July, 2002
2	Improve communication and collaboration among Department, Department of Education (DOE) and local school districts to facilitate quality transition outcomes.	Ongoing
3	Cross-Training for improved communication, knowledge, and access with Cabinet for Families and Children, Workforce Investment Act (WIA), DOE, One-Stops, Independent Living (IL) Centers, Health Services, Department of Transportation (DOT), Workers' Compensation, Supported Community Living, Olmstead Act initiatives, TWIA, Benefits Counseling	Incrementally and Ongoing
4	Establish a mechanism for regular contact with other agencies which facilitates successful rehabilitations	September, 2002
5	Partner with Kentucky Assistive Technology Loan Corporation (KATLC) to enhance consumer access to technology	Ongoing
6	Improve identification and assessment of Kentucky Transitional Assistance Program (K-TAP) recipients with disabilities	March, 2002

7	Enhance One Stop service delivery to Kentuckians with disabilities	Ongoing
7.1	Continue to partner with One-Stops to better serve customers	December, 2001 and Ongoing
7.2	Assess and clarify the role of VR in the One-Stops	November, 2001
7.3	Achieve program and physical plant accessibility for Department consumers to all One Stop services	Immediate and Ongoing
8	Implement user friendly, accessible, efficient Employ Kentucky Operating System (EKOS) that protects confidentiality	October, 2002
9	Develop rural job opportunities in partnership with Economic Development	May, 2002
10	Achieve visibility in the community through collaboration and communication	Ongoing
11	Pursue reduced tuition rates with postsecondary education	February, 2002

GOAL VI

DEVELOP ADDITIONAL INNOVATIVE PROGRAMMING FOR KENTUCKIANS WITH THE MOST SIGNIFICANT DISABILITIES AND SIGNIFICANT DISABILITIES

Strategies		Timeline
1	Establish viable, state of the art, 21 st century training programs at CDPCRC	August, 2002

1.1	Explore innovative programs for developmental classes for individuals with different disability groups at CDPCRC (i.e. deafness, learning disabilities, attention deficit disorder, traumatic brain injury, etc.)	July, 2002
1.2	Develop state of the art customer service training program for CDPCRC consumers	July, 2003
1.3	Establish CDPCRC satellite training/assessment throughout the state	July, 2004
1.4	Explore possibility of expanding the CDPCRC External Diploma Program throughout the state through video conferencing or other technology	July, 2004
1.5	Develop innovative summer program for individuals with learning disabilities at CDPCRC	July, 2002
1.6	Offer evening classes designed to meet the employment needs of the area at the CDPCRC	Ongoing
1.7	Explore expanding Lost Customer Project across state	June, 2002
1.8	Develop a transitional independent living component for CDPCRC residents	July, 2002
1.9	Explore and develop collaborative agreement between CDPCRC and Job Corps to achieve high tech training for consumers	January, 2002
1.10	Implement improved collaboration between CDPCRC and the University of Kentucky Physical Medicine and Rehabilitation Program	March, 2002
2	Involve employers in Department training	June, 2002 and Ongoing

3	Improve self employment process and outcomes to enhance participation by individuals with the most significant disabilities	Ongoing
3.1	Collaborate with Kentucky Developmental Disabilities Council to create self employment model	June, 2002
4	Actively engage in the Business Leadership Network	Ongoing
5	Continue to implement Deaf Access System	Ongoing
6	Implement pilot projects for quality vocational rehabilitation service delivery to Kentuckians with the most significant disabilities	October, 2001
7	Establish a mentoring program to assist staff with difficult cases	July, 2002
8	Develop a model project for consumer operated transportation providers	September, 2005
9	Identify innovative programs in other states and emulate	September, 2003
10	Explore the development of a program for individuals who are deaf at CDPCRC, consider the Texas program as a model	July, 2002
11	Investigate feasibility of using video modeling	February, 2002
12	Establish an innovative program to assist individuals with severe and persistence mental illness transition to the world of work (i.e. shadowing, community based trial work opportunities, etc.)	October, 2002
13	Expand the Migrant Farm Workers' Program	October, 2001
14	Explore the possibility of utilizing the Boston model for supported employment	January, 2002

GOAL VII

REALIZE PROFOUND PUBLIC AND PRIVATE SUPPORT BY MARKETING THE DEPARTMENT'S EXEMPLARY VOCATIONAL REHABILITATION SERVICE DELIVERY AND CONSUMERS' SUCCESSES IN ACHIEVING POSITIVE EMPLOYMENT OUTCOMES

Strategies		Timeline
1	Hire a qualified marketing professional to develop effective marketing tools and strategies	October, 2001
2	Develop a comprehensive marketing plan to promote the unique services, success, and cost benefit of the Department	December, 2001 and Ongoing
3	Develop a curriculum to train staff, the Statewide Council for Vocational Rehabilitation, consumers, and advocates on effective marketing techniques	December, 2001
4	Provide success stories to newspapers and other publications both locally and on a statewide basis at least monthly	November, 2001 and Ongoing
5	Develop and provide to staff media and other resources to promote vocational rehabilitation and disability issues at speaking engagements in local communities	March, 2002
6	Develop marketing strategies to target local communities	February, 2002
7	Improve marketing efforts to employers to increase consumer employment opportunities	June, 2002
8	Target marketing efforts toward local, state, and federal officials to secure additional funds and improve public awareness	January, 2002 and Ongoing
9	Educate consumers, advocacy groups, service providers and educational institutions on the benefits of vocational rehabilitation services to increase	June, 2002 and Ongoing

	referrals and improve collaboration	
10	Provide data on number of qualified, job-ready consumers available for work to labor and economic development to aid in attracting business to rural areas	March, 2003
11	Utilize the Rehabilitation Services Administration Region IV Job Placement Video to market to employers	June, 2002
12	Develop a website for employers including easy access to job placement services, information on disability issues, and the benefits of employing individuals with disabilities	June, 2003
13	Develop a marketing strategy to attract potential employees particularly among minorities, individuals with disabilities, certified rehabilitation counselors, and those with specialized skills and credentials	February, 2002
14	Coordinate with SSA to provide accurate, attractive marketing of the Department to individuals with disabilities who apply for SSI/SSDI	October, 2002
15	Develop or update Department and CDPCRC marketing videos, brochures, posters, etc.	Posters March, 2002 Brochures December, 2001 Videos September, 2002 Ongoing
16	Market the economic benefits of bringing \$78.00 in federal dollars into the Commonwealth for every \$22.00 in state dollars	Ongoing

GOAL VIII

RECRUIT AND MAINTAIN QUALIFIED STAFF

Strategies		Timeline
1	Establish timely, specialized effective training for new employees	November, 2001
1.1	Implement Department training component of Cabinet's new employee orientation	October, 2001
1.2	Establish a mentoring program for new counselors	July, 2002
2	Establish a leadership succession program	July, 2002
3	Provide job-shadowing opportunities for employees to explore different job opportunities in the Department	September, 2002
4	Encourage, assist, financially support and facilitate easy access for staff in obtaining and maintaining professional certification	Ongoing
5	Review all job classes and salaries to determine equity	January, 2002
6	Study the classification system and opportunity for advancement	April, 2002
7	Improve employee salaries and incentives	December, 2002 and Ongoing
8	Establish guidelines and budget to implement recognition programs for all levels of staff	November, 2001
9	Develop, conduct, and compile information from exit interviews for all positions for continuous improvement	December, 2001 and Ongoing
10	Advocate for improved health and dental benefits	January, 2002 and Ongoing

GOAL IX

CONDUCT ONGOING FISCAL AND PROGRAM MONITORING TO IMPROVE EFFICIENCY AND EFFECTIVENESS

Strategies		Timeline
1	Conduct a comprehensive review of expenditures and cost benefits to distribute resources more effectively and Improve the quality of Department delivered and purchased services 1.	October, 2001 and Ongoing
2	Reprogram consumer management system (CMS) to include data on specific services delivered, i.e. supported employment, job placement, rehabilitation technology, PACE, CDPCRC, assessment	July, 2002
2.1	Track rehabilitation technology, job placement and other Department provided services	July, 2002
3	Assess staffing patterns to ensure optimum service delivery (job placement, rehabilitation technology, etc.) and realign or increase/decrease staff as necessary	Ongoing
4	Continue efforts to decrease indirect costs	October, 2001 and Ongoing
5	Develop an equitable system for distribution of caseload budget monies to reward good caseload stewards with additional caseload funds	October, 2001 and Ongoing
6	Conduct a comprehensive review of the Driver Rehabilitation Technology Program to improve services and efficiency.	July, 2003

7	Utilize standards and indicators to improve quality positive employment outcomes	October, 2001 and Ongoing
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GOAL X

SECURE SUFFICIENT FUNDS TO ACHIEVE DEPARTMENT GOALS

	Strategies	Timeline
1	Actively pursue grants for additional funds	November, 2001 and Ongoing
2	Review and update fees charged by the Department (rehabilitation technology, CDPCRC, depositions, etc.)	May, 2002
3	Identify Department services that can generate revenues	May, 2002
4	Actively pursue all possible alternative funding sources for services, e.g., Department of Education	January, 2002
5	Target marketing efforts toward local, state, and federal officials to secure additional funds and improve public awareness	January, 2002 and Ongoing
6	Pursue, explore, and develop corporate sponsorship	June, 2002
7	Explore creation and implementation of a not-for-profit foundation chartered to support CDPCRC and consumers	July, 2003
8	Leverage more SSA money through marketing	January, 2002
9	Maximize utilization of Workforce Investment Act (WIA) dollars	January, 2002